

# SEATTLE POLICE DEPARTMENT MEMORANDUM

TO: Mark Baird  
Council Central Staff

DATE: 6/27/14

FROM: A/C Mike Washburn, Chief of Staff

SUBJECT: Sworn Staffing – 2014 First Quarter Update

Attached, please find the Seattle Police Department's (SPD) first quarter patrol staffing update by precinct to April 21, 2014 and staffing projections through 2016.

## **2014 Hiring and Projections through 2016**

SPD's original hiring plan for 2014 anticipated hiring 70 new recruits and 7 laterals to balance for attrition and achieve the funded FTE level. In the first quarter, SPD hired 13 new recruits and 2 laterals. Due to higher than projected attrition, the Department was unable to achieve its target hiring in the first quarter of 2014 and has adjusted the staffing model accordingly. Based on the availability of Academy slots through the remainder of 2014 and an increase in the number of known lateral candidates, the Department plans to hire 69 new recruits and 13 laterals in 2014.

Table 1 below summarizes the sworn position count by quarter in 2014.

Table 1: Summary of Staffing by Quarter

	Q1	Q2 (est.)	Q3 (est.)	Q4 (est.)	Annual Average
Fully Trained Officers	1,259	1,267	1,274	1,277	1,269
Student Officers	50	44	49	56	49
<b>Sworn Officers</b>	<b>1,309</b>	<b>1,311</b>	<b>1,323</b>	<b>1,333</b>	<b>1,317</b>
<b>Recruits in Academy (Counted as 0.75 FTE)</b>	<b>27</b>	<b>34</b>	<b>35</b>	<b>28</b>	<b>30</b>
<b>Filled</b>	<b>1,329</b>	<b>1,337</b>	<b>1,349</b>	<b>1,354</b>	<b>1,340</b>
<b>Funded</b>	<b>1,344</b>	<b>1,345</b>	<b>1,349</b>	<b>1,361</b>	<b>1,349</b>

\*FTE refers to Full Time Equivalent

Although SPD was unable to achieve its target hiring in the first quarter, there were available Academy spaces built in to the latter part of the year to address unforeseen problems in hiring in the first or second quarters. To account for the higher rate of attrition at the beginning of the year, SPD plans to fill all seven allotted Academy slots through the remainder of the year. Still, it is unlikely that the Department will be able to meet its funded FTE goal in 2014, unless attrition slows in the latter part of the year. At this time, SPD expects to be 9 short of the 2014 average hiring goal.

SPD is seeing an increase in separations and has adjusted the hiring plan to account for potentially higher attrition rates through 2016. For this reason, SPD will continue with an aggressive hiring approach into 2015 in order to achieve its funded FTE level early next year. As such, SPD's transition to a more sustainable and stable hiring program will be realized mid-2015, assuming the funded FTE level remains constant.

### **911 Patrol and Neighborhood Policing Plan Metrics and Goals**

The attached Precinct Staffing Table provides a breakdown of SPD's precinct staffing. At the end of the first quarter, the Department had 509 Neighborhood Policing (911 response) officers, an increase of five officers from the year-end report, and 63 sergeants, a decrease of four from the year-end report due to unforeseen staffing needs. As of June 9, 2014, SPD has filled two of the four 911 sergeant vacancies and plans to fill the remaining two positions, resulting from two permanent rank sergeants serving as acting lieutenants, as soon as possible. The overall Patrol number, including 911 officers, proactive foot beats, bikes, Anti-Crime Teams, Community Police Teams, etc., is at 636, up 2 from the last quarterly report.

In January, SPD projected 22 student officers would finish field training in the first quarter of 2014. The Department reported in the year-end update that the advancement of these student officers may impact precinct staffing levels. However, only 9 student officers completed field training in the first quarter.

Over the last two years, the Department's funded FTE level has increased dramatically. Since the end of 2012, SPD has aggressively hired new recruits to achieve the funded FTE level and balance for attrition. As recruits graduate from the Academy, they enter SPD's field training program, which is facilitated by the SPD Training Section. In 2012, we averaged 8 officers in field training per month and 25 in 2013. At the end of March, SPD had 50 Phase II student officers in field training and will likely have 56 at the end of 2014.

The Field Training Unit is doing its best to accommodate the high number of Phase II student officers in 2014. However, the unit has reported it cannot sustain the increased number of student officers long term without additional field training officers (FTO) and field training coordinators. The Department is planning to offer an FTO training course in the near future to increase the number of FTOs available to train our Phase II student officers.

SPD expects 13 recruits to enter field training and 22 student officers to complete field training in the second quarter of 2014, which may positively impact the precinct staffing numbers next quarter.

The Department continues to monitor its Neighborhood Policing Plan (NPP) response time and proactive time measurements. The citywide officer response time for March was 7.1 minutes. SPD is currently analyzing response time data in an effort to determine the cause of the response time target overage. The Department will continue to report response time measurements and the results of the pending analysis in the next staffing report. Available proactive time was measured at 33.7%. Officer-initiated on-views, which are another form of proactive policing, came in at 7.6% of officer time.

Should you have any questions regarding this memorandum or the attachments, please do not hesitate to contact Angela Socci at (206) 615-1230. Thank you.

Attachments: Q1 SPD Sworn Staffing Detail: Actuals & Projections by Month and Quarter through 2016; SPD Precinct Staffing Report, 04-21-2014

cc: Scott Lindsay, Mayor's Office  
Doug Carey, OPI  
Candice Livingston, CBO  
Chief Kathleen O'Toole, SPD  
Assistant Chief Nick Metz, SPD  
Captain Mike Nolan, SPD  
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A/C Washburn File  
SPD Budget Section File